

# Our Goals



Shared Economic  
Prosperity



Creating a Safer  
Community  
Together



Connected,  
Engaged, and  
Diverse  
Communities



Innovative & High  
Performing  
Organization



Sustainable,  
Natural, and Built  
Environment



# Connected, Engaged, & Diverse Communities

## Objectives

- Promote Community Capacity through Engagement
- Advance a More Inclusive and Equitable Durham
- Make Durham more Affordable
- Cultivate Stronger Connections between Neighbors

## Goal Champions



**Jason Jones**

Assistant Director  
Parks & Recreation



**James Davis, Jr.**

Assistant Director  
Neighborhood  
Improvement Services





# Connected, Engaged, & Diverse Communities



## Spotlight Initiatives

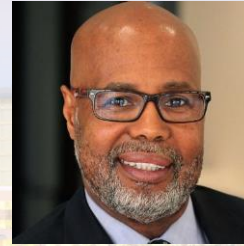
- Expand outreach to and engagement with residents who have limited English proficiency by developing and executing strategies specifically designed to build relationships and community trust.
- Identify and lower barriers for residents who are justice involved to access programs and services
- Facilitate the process of defining the terms “Equity” and “Inclusion” that the City will adopt, and work with departments to operationalize.

# Shared Economic Prosperity

## Objectives

- Create an inclusive developmental environment
- Build a talented, competitive workforce
- Grow a Civic Infrastructure

## Goal Champions



**Andre Pettigrew**

Director  
Office of Economic and  
Workforce Development



**Bo Dobrzanski**

Sr. Development Svcs.  
Manager  
Planning





# Shared Economic Prosperity



## Spotlight Initiatives

- Implement a system of digital submittal, review and approval
- Assess the barriers for small, minority-owned and women-owned businesses.
- Re-design and implement an employment program for justice-involved residents.



# Creating Safer Communities Together

## Objectives

- Reduce Harm
- Proactive Relationship Building
- Improve Operational Efficiency

## Goal Champions



**Deputy Chief  
Iannuuzzi**

Fire Department



**Major Bishop**  
(Deputy Chief Shari  
Montgomery)

Police Department





# Creating Safer Communities Together



## Spotlight Initiatives

- Design, deliver, and deploy effective community risk reduction programs.
- Implement strategies aimed to diversify each public safety agency such that each reflects the community.
- Increase the use of the Police Community Engagement Unit (CEU), especially in socio-economically challenged areas and within Durham's housing community, to create meaningful engagement opportunities.



# Sustainable and Natural Built Environment

## Objectives

- Invest in Sustainable Infrastructure
- Improve Mobility Networks
- Create a More Sustainable Durham

## Goal Champions



**Michelle  
Woolfolk**

Water Quality Manager  
Public Works



**Vicki  
Westbrook**

Assistant Director  
Water Management





# Sustainable and Natural Built Environment



## Spotlight Initiatives

- Reduce energy consumption and expand life cycle of buildings with the use of building automation systems, sensors, and analytics.
- Develop and execute urban forestry management plan to achieve the City's goals and priorities for achieving equitable tree canopy goals.
- Expand and enhance trail network of the City



# Innovative & High Performing Organization

## Objectives

- Promote Internal and External Collaboration to Deliver Outstanding Service to All Customers
- Promote Organizational Sustainability through Innovation
- Enable the Community to Effectively Engage with Local Government

## Goal Champions



**Anise Vance**  
(DeWayne Kendall)

Assistant Director  
Technology Solutions



**JJ Scott**

Assistant Director  
Human Resources





# Innovative & High Performing Organization



## Spotlight Initiatives

- Develop and implement a Language Access Plan to provide guidance to departments to help prioritize efforts to improve access
- Develop and implement customer service improvements for Durham One Call, Water Management, and Solid Waste with the focus on people, process and technology
- Develop a Data Academy to create a common set of skills in research, data visualization, experimentation, data gathering and analysis.





# Strategic Plan Update

February 2021

**Shari Metcalfe**

Strategy & Performance  
Manager

Office of Performance and Innovation  
Budget & Management Services Department